

AGN. NO. _____

MOTION BY SUPERVISORS GLORIA MOLINA
AND YVONNE B. BURKE

AUGUST 16, 2005

RELATED TO ITEM #S-1

The Martin Luther King, Jr./Charles R. Drew Medical Center (KDMC) is a vital component of Los Angeles County's health care delivery system. KDMC has served the health needs of some of Los Angeles County's most vulnerable populations. As the 40th Anniversary of the Watts riots reminds us, KDMC has served as a safety net in a community that has often felt abandoned. The Board of Supervisors must commit to keeping KDMC open and operated as a County facility at this time.

The Board of Supervisors has acted in confronting the life threatening challenges at KDMC. From the closure of KDMC's trauma center to the creation of a Hospital Advisory Board (HAB) to stabilize governance, the Board of Supervisors has routinely accepted the recommendations of the Department of Health Services (DHS). Unfortunately, some of those recommendations have not yet resulted in a fully stabilized hospital as expected by the Board and the public.

The August 5, 2005 DHS report, and its recommendations to downsize with no clear pathway for success, require more analysis and specificity to provide greater

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assurance that such recommendations are, in fact, the best way to proceed. The report requires structural changes that demonstrate clearer outcomes, timelines, and accountability among consultants and County staff.

The Board of Supervisors must examine DHS's recommendations, invite the active engagement of additional community stakeholders, and arrive at a clearer, more efficient action plan that better guarantees a pathway to maintaining KDMC as a completely operational, County-operated facility at this time. Further, the Board of Supervisors created and directed the KDMC Hospital Advisory Board to advise them and DHS on all matters related to KDMC. It is prudent that we heed the expertise of the very board we created.

As we proceed, our priority must be protecting access to high quality health care services in the safest of professional environments.

Martin Luther King, Jr. once said, "All progress is precarious, and the solution of one problem brings us face to face with another problem..." His words could not be more relevant as we collectively act to restore to its original vision a medical center that has great promise as a leader in the provision of health care to the urban communities of south Los Angeles.

WE, THEREFORE MOVE, THAT the Board of Supervisors direct the Director of the Department of Health Services with the assistance of the Chief Administrative Officer, County Counsel, the Department of Human Resources, and Navigant Consulting, Inc. to:

1. Defer action on the Department of Health Services August 5, 2005 report until additional community stakeholders, such as elected officials and community leaders, have had an opportunity to review and make additional recommendations to the Board of Supervisors. Further, the following information, as requested below, should be presented at the September 27, 2005 Board meeting in conjunction with the report on Drew University;
2. Coordinate efforts of the aforementioned entities to return with a comprehensive action plan with specific timelines detailing accountability measures that have been implemented and those remaining to be

implemented at KDMC regarding the performance of all KDMC affiliated employees;

3. Establish that the Board is not pursuing privatization of King Drew Medical Center (KDMC) at this time. Instead, all interested stakeholders can solely concentrate on the restructuring, stabilization, and success of KDMC as a County-operated facility;
4. Further stabilize the executive management of KDMC by expediting the final hiring of a Chief Executive Officer and her/his Executive Team;
5. Coordinate efforts of the aforementioned entities to return with a comprehensive action plan with specific timelines on how they will proceed with the recruitment and hiring of permanent staff at all levels of KDMC, particularly nurses and mid-level managers. The analysis should include specific recommendations on what County policies or procedures should be changed if such policies prove to be an impediment to more efficient recruitment and hiring;
6. Coordinate all efforts of the aforementioned entities with KDMC's Hospital Advisory Board (HAB) and direct them to report monthly to the Board of Supervisors on all progress and barriers related to the provision of high quality patient care at KDMC. Further, the HAB should offer specific recommendations on how to actively remedy such barriers. Though the Los Angeles County Board of Supervisors will remain the official governing body for KDMC for all purposes- including compliance with federal Medicare regulations, Joint Commission on Accreditation of Healthcare Organization (JCAHO) standards, and state licensing rules- the HAB will have a greater opportunity to be of service to the Board of Supervisors in their deliberations;
7. Prepare a report and budget action plan with specific timelines that recommend to the Board of Supervisors those capital improvement items that should be immediately funded to maximize KDMC's ability to achieve JCAHO accreditation and maintain Centers for Medicare & Medicaid Services (CMS) certification;

8. Prepare an analysis and action plan with specific timelines that address the specific roles and responsibilities for all parties involved in the transition from Navigant's daily management of KDMC to a permanent CEO. Such analysis should include for how long and to what extent Navigant Consulting should continue in its current capacity; and
9. Coordinate efforts of the aforementioned entities to prepare a comprehensive analysis and report updating the Board of Supervisors on the progress to date of Navigant Consulting's extensive recommendations to the Board of Supervisors dated February 1, 2005. Such analysis should be more detailed than percentage measurements and should include recommendations on any barriers encountered and how to address these barriers.

RL/jp

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